

# DEPARTMENT of MANAGEMENT PERFORMANCE REPORT

Performance Results  
Fiscal Year 2004

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## INTRODUCTION

The Iowa Department of Management (IDOM) is pleased to present our performance report for fiscal year 2004 (July 1, 2003 - June 30, 2004). This report contains valuable information about the services IDOM provided in the past fiscal year. This report is provided pursuant to Iowa Code section

8E.210, which requires agencies to report on performance. The report includes an agency overview and summarizes results for strategic plan goals and performance plan core functions and services, products, and activities.

# AGENCY OVERVIEW

**Vision:** IDOM's vision is to become the strategic planning, finance and accountability center of excellence in state government.

**Mission:** The mission of the IDOM is to lead enterprise planning and coordinate enterprise governance systems so Iowans receive the highest return on their public investment.

## Guiding Principles

- Collaborative Leadership
- Long Range Thinking
- Customer Focus
- Data-Based Decisions
- Employee Participation
- Continuous Improvement
- Results Orientation

## Core Functions

- Enterprise Resource Management
- Local Government Assistance
- Adjudication

## Key Services, Products and Activities

IDOM's key services, products and activities include:

- State budget development and oversight
- Governance system development and oversight – Accountable Government Act (AGA) including strategic and performance planning
- Policy development and analysis
- Revenue estimating and economic forecasting
- Community empowerment coordination

- Reinvention and other continuous improvement initiatives
- Enterprise project management
- State Appeal Board administration
- Local government budget support
- Utility tax replacement administration
- Collective bargaining support

## Customers

IDOM's services and products are delivered to diverse customer groups. Some customers are internal to state government and some are external. Internal customers include all state agencies, the Office of the Governor, the legislature and staff, other elected officials and the judiciary. External customers include Iowa residents and taxpayers, local governments, local community empowerment groups, the state empowerment board, state appeal board claimants, media and state employee labor organizations.

## Organizational Structure

To deliver its services and products, IDOM employs 28 staff in and is structured into three teams- Leadership, State and Local Budget, and Strategic Planning and Accountability (SPA). IDOM also coordinates networks of staff from other executive branch departments. All staff members are located in the Capitol Building.

## Budget

IDOM received a General Fund appropriation of \$2,305,482 in FY 2004. In addition \$56,000 was appropriated to IDOM from the Road Use Tax Fund. IDOM experienced a 2.5% across the board reduction in FY 2004.

# STRATEGIC PLAN RESULTS

## **Key Strategic Challenges:**

- Public skepticism about the ability of government to deliver quality customer services at a reasonable cost. Cynicism toward government.
- Gap in the understanding of the role, function, value of IDOM. We are seen more as a regulator and opponent than as a resource.
- Continued limits on resources available; potential of further cuts.
- Explosion of information.
- Shrinking state revenue base and outdated tax structure.
- Shrinking workforce as a limit on resource growth and talent pool for state government.
- Expectation that we can constantly do more with less.

## **Key Strategic Opportunities:**

- New technology.
- Opportunities to partner with others within (higher education faculty, local governments) and outside government (insurance industry and other private corporations, non-profit organizations, etc.).
- Collaborative relationship with the Legislative Services Agency
- Accountable Government Act implementation
- Iowa Reinvention Partner resources and relationship
- The public's low expectations for government performance.
- Legislative turnover; opportunity to orient new members.

**Goal #1 – Provide timely, quality service to state government policy makers and the citizens of Iowa**

**Strategies:**

- A. Support the Governor’s decision-making by providing timely and accurate information
- B. Support local government decision-making by providing timely and accurate information
- C. Improve Budget Process
- D. Improve Staff Capabilities
- E. Provide transactions, information, and reports in electronic format for use by customers, colleagues, and Iowa citizens

**Measures/Results**

**Performance Measure:**

- State Auditor opinion of CAFR issued without qualifications
- Maintain or improve State bond ratings
- Maintain or improve “Governing” magazine ratings

Unqualified audit opinion issued by State Auditor

	<b>S&amp;P</b>	<b>MOODYS</b>
2004	AA+	AA1
2003	AA+	AA1
2002	AA+	AA1

“Governing” magazine ratings are issued every 2 years. The next rating will be issued in February 2005.

**Data Sources:** State Auditor, Standard and Poor’s, Moodys

## Goal #2 – Support the transition to a results-oriented and accountable state government

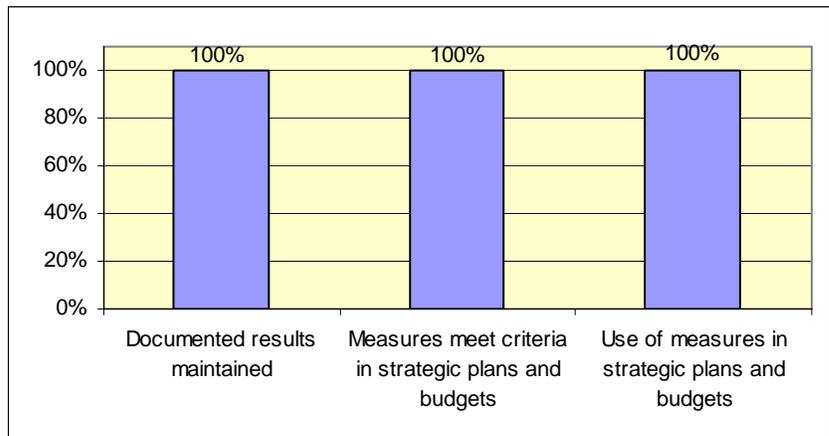
### Strategies:

- A. Implement the planning components of the Accountable Government Act (AGA)
- B. Implement the budget redesign components of the AGA
- C. Implement the measurement and data components of the AGA
- D. Maintain the momentum of Improving Government, Continuous Improvement, and Iowa Excellence initiatives

### Measures/Results

#### Performance Measure:

- Percentage of agencies for which there are documented results.
- Percentage of agencies with measures that meet the established criteria in their strategic plans and budgets.
- Percentage of agencies for which there are documented use of the measures in their strategic plans and budgets.



**Data Sources:** IDOM Staff

**Data Reliability:** IDOM manages the processes for strategic and performance planning and all strategic and performance plans are required to be submitted to IDOM. IDOM posts the plans on its website.

**What was achieved:** In developing their strategic plans, executive branch agencies assessed their environment and identified strengths, weaknesses, threats and opportunities and set their long-term direction. Strategic plans are also helping agencies to guide resource allocation within annual budgets. By developing performance plans, agencies are able to identify their services, products and activities (SPAS), link the SPAS to budget and provide measures of their performance.

**Analysis of results:** Greater focus on agency direction and performance.

**Link(s) to Enterprise Plan:** None.

# PERFORMANCE PLAN RESULTS

## CORE FUNCTION

**Name:** Enterprise Resource Management

**Description:** Provides all vital infrastructure needs necessary to administer and support agency operations. Key activities may include financial and personnel services such as payroll, accounting and budget; purchasing of goods and services; media management; information technology enhancement, management and support; staff development; leadership; planning; policy development; maintenance of physical infrastructure and governance system development to achieve results for lowans.

**Why we are doing this:** Chapter 8 of the Code of Iowa designates the Iowa Department of Management with responsibility for preparation and execution of the state budget. In addition, under Chapter 8E of the Code the Department of Management is responsible for administering the Accountable Government Act, which includes responsibility for:

- Allocating human and material resources available to state government to maximize measurable results for lowans.
- Improving decision making at all levels of state government
- Enhancing state government's relationship with citizens and taxpayers by providing for the greatest possible accountability of the government to the public.

**What we're doing to achieve results:** IDOM works with state agencies to develop and manage their budgets to achieve the highest possible return on investment for lowans. The Department provides agencies with tools and technical assistance for planning and budgeting.

## Measures/Results

### Performance Measure:

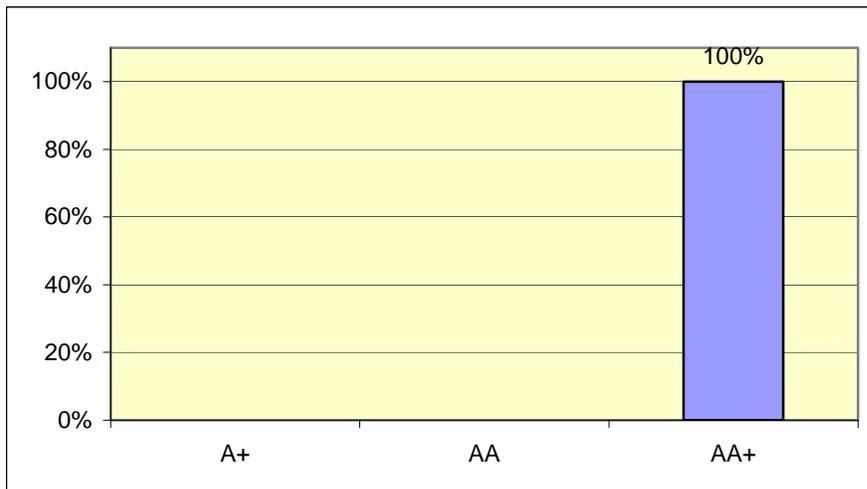
- Percent of time State of Iowa maintains an AA+ credit rating for FY04.
- Percent of time State of Iowa maintains a Governing Magazine grade of A- on the finance component

### Performance Target:

100%

### Data Sources:

Standard and Poor's



- No data for second measure since Governing Magazine ratings are issued every 2 years. The next rating will be issued in February 2005.

**Data Reliability:** Standard and Poor's is an independent credit rating agency.

**Why we are using this measure:** The Standard and Poor's credit rating provides a good independent measure of the state's fiscal integrity.

**What was achieved:** Iowa maintained its AA+ rating given by the nation's premier credit rating agency.

**Analysis of results:** In reaffirming Iowa's AA+ credit rating, Standard and Poor's noted the state's "stable and diversifying economy; conservative fiscal management with a demonstrated willingness to restrain spending to maintain fiscal integrity; good finances, buoyed by statutory reserves; and very low debt burden.

**Factors affecting results:** None

**Resources used:** 24 IDOM staff funded through the General Fund.

# PERFORMANCE PLAN RESULTS

## SERVICES/PRODUCTS/ACTIVITIES

**Name:** Planning and Accountability

**Description:** This SPA addresses many areas of the Accountable Government Act including coordination of enterprise and agency strategic planning, performance planning and performance measurement. This SPA also includes technical assistance in the area of government reinvention.

**Why we are doing this:** To provide accountability for results and enable state government to achieve the most for lowans, especially in these times of limited resources.

**What we're doing to achieve results:** The Department developed guidebooks for strategic planning, performance planning and measurement and agencies were provided training and technical assistance in developing their plans and measures.

### Measures/Results

**Performance Measure:**

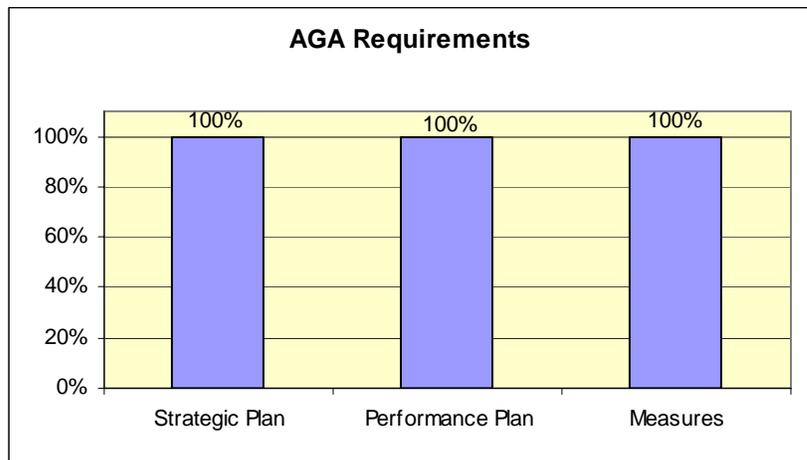
Percent of agencies that meet established AGA requirements

**Performance Target:**

100%

**Data Sources:** IDOM

Staff



**Data Reliability:** Copies of agency strategic and performance plans are available on the IDOM and the “Results Iowa” websites.

**Why we are using this measure:** To show whether agencies are meeting the requirements of the AGA.

**What was achieved:** Agency strategic and performance plans are used to provide a framework for guiding agency action and include measures to help determine success.

**Analysis of results:** Desired results were achieved

**Factors affecting results:** None

**Resources used:** 4 General Funded IDOM staff contribute to this SPA.

# PERFORMANCE PLAN RESULTS

## SERVICES/ PRODUCTS/ ACTIVITIES

**Name:** Planning & Accountability

**Description:** Reinvention Projects

**Why we are doing this:** Iowans expect that state government will provide them with the best possible services at the lowest price. Reinvention projects increase value for Iowans and help change the culture of state government to one that increasingly focuses on results, not rules, improves those results, and squeezes the most out of every dollar.

### What we're doing to achieve results:

To help the state change the way it does business, IDOM issued an RFP in 2002 for a "Reinvention Partner." This partner would engage with agencies and IDOM to create major reinvention projects and drive culture change. Because Iowa had no money lying around to pay a consultant, the RFP required bidders to propose ways to make the contract self-funding. Public Strategies Group (PSG) of St. Paul, MN did so and won the right to become Iowa's partner.

As the partnership began, the Department of Management, Office of the Governor, legislative leaders, and PSG entered into a dialogue about major opportunities to transform Iowa government to improve results and better focus resources. These discussions led to the three largest projects: Child Welfare Redesign, Local Government, and Charter Agencies.

Many other projects were created under "Reinvention Services," the broad culture-change effort led by PSG and IDOM and funded through over \$1 million in additional PSG resources and provided at no additional cost to the State.

## Results

**Performance Measure:**

Number of Reinvention Projects Completed.

**Performance Target:**

18 projects completed (and in some cases ongoing):

1. Child Welfare Redesign
2. Local Government
3. Charter Agencies
4. Results Iowa Website

18

**Data Source:**

IDOM

5. Quarterly Results Meetings
6. Leadership Agenda
7. Flexible Performance Agreements
8. Creation of the Department of Administrative Services
9. Entrepreneurial Management For Internal Services
10. \$85 million in savings to help balance the FY04 budget
11. Front-Line Process Redesign Teams I
12. Front-Line Process Redesign Teams II
13. Promoted and Increased Momentum of Kaizen Projects
14. Reinvention Forums and Workshops
15. Iowa Butterfly Awards
16. Reinvention E-newsletter
17. Smart Savings Learning-on-the Go
18. Department Head Coaching

**Data reliability:**

This list of projects is reliable, but does not tell the whole story. There are also huge differences in the size, scope, and accomplishments of the projects listed here. See also, the entry immediately below.

**Why we are using this measure:**

A better measure would be an aggregation of the customer benefit from the Reinvention projects. As that kind of measure is currently beyond our resources, and would be difficult to interpret, a simple count serves to focus our efforts and provide a framework for discussing the projects' results.

## What was achieved:

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### Child Welfare Redesign Project

- A redesigned system to improve safety and permanency for Iowa's neglected and abused children was approved in December 2003 by Kevin Concannon, Director of the Iowa Department of Human Services (DHS). The redesign collected ideas from 30 focus groups, 8 town meetings, and 43 individual interviews involving more than 1,000 Iowans. Subsequently a design lab involving national child welfare experts and a Project Design Team produced three iterative, public design drafts.
- The redesigned child welfare and juvenile justice system will:
  - focus on better outcomes for kids (instead of process);
  - be more family-centered;
  - leverage community alternatives for low-risk cases;
  - better align resources with needs;
  - focus on children of color;
  - increase cultural sensitivity; and
  - help increase the time workers spend “face to face” while decreasing the time they spend on paperwork.
- Implementation of the new system began in spring, 2004. An Implementation Team comprised of DHS employees is leading the implementation with the assistance of a Provider Implementation Panel as well as a number of representative workgroups in specific design areas.
- Outcomes – the desired results for kids -- have been finalized in consultation with providers and will be written into all contracts by the end of 2004.
- A contract has been signed with the Center for the Support of Families (CSF) to study case flow and implement documentation reduction approaches by January 2005.
- Initiatives in the Sioux City and Des Moines area have been funded that are aimed at addressing the disproportionate representation of children of color in the child welfare/juvenile justice system; following a planning period these initiatives were launched in October, 2004.
- *Community Care*, a new service component, has been added to the DHS service matrix; it allows children and families to voluntarily receive services based on an initial intake assessment and referral from DHS without direct involvement of DHS. New cases falling into this category will receive *community care* beginning October 1, 2004, with all existing DHS eligible cases moving to community care by July 1, 2005.
- A new Child Welfare Quality Assurance system has been approved and is now in implementation. This new, comprehensive QA system responds to recent federal reviews and supports the “learning organization” approach called for in the redesign.

## Local Government Project

- A State and Local Government Conference was held in October of 2003 to lay the foundation for creating a better relationship between these two government entities. As a result of the Conference, a State and Local Government Committee was developed. The Committee has been meeting every couple of months and there is deep interest from local government officials to continue. Lt. Governor Pederson and Black Hawk County Auditor Grant Veeder chair the effort. The Committee is not initially debating and discussing policy issues, but rather discussing the right forums for such debate and discussion.
- Also, out of the Conference, a new framework for a better working relationship between local governments and the state was created.
- Legislation was prepared that included a consensus of mandates to be acted on by the legislature. As part of the Legislation, Freedom Community and Voluntary Regionalism concepts were forwarded in the legislature. These concepts, if enacted, will provide additional tools to assist local governments as they look for new ways of delivering services.
- Examples of nearly 100 Iowa local governments implementing innovative ideas to better serve citizens with limited resources are highlighted at [www.iowalocalgov.org](http://www.iowalocalgov.org). In total, more than 200 Innovative Practices for Iowa local governments have been captured, using the best ideas from around Iowa and the country. These practices are designed to save money and deliver services more effectively. They span the areas of fire service, law enforcement, purchasing, technology, building codes, public health, mental health, parks and recreation, and public works.
- Five “service designs” have been created for local governments, to highlight challenges in key service areas, share successes in addressing the challenges, and engage discussion. Each of them started with bringing together local experts in the topic areas to identify challenges and possible strategies to respond to the challenges. The five service designs are: community engagement, fire protection and EMS, law enforcement, parks and recreation, and technology. All are available at [www.iowalocalgov.org](http://www.iowalocalgov.org).
- The 2003 Legislature created the Local Government Innovations Fund, a \$975,000 fund to encourage and support innovations at the local level. In March 2004, six local governments were recommended to receive awards. More awards followed in later rounds.
- The State Local Project launched a new website for local governments, [www.iowalocalgov.org](http://www.iowalocalgov.org), on March 1, 2004. The website provides links to service designs local governments are likely to be interested in, innovative practices, online discussion forums and an online marketplace for buying and selling government goods and services, called “govtmarket.com.”
- “www.govtmarket.com,” provides local governments with increased purchasing options and will help them save money. The website features bulletin boards where Iowa local governments can post goods or services they seek or want to sell. It also allows cities and counties to post planned future purchases to attract interest from other local governments that might want to be included in a joint purchase of the same good or service. In addition, local governments may have surplus personnel capacity that can be shared with other cities or counties.
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- Ten workshops were held around the state for local governments. In some cases the service designs were central to the workshop agenda as in the two technology workshops. Information about the service designs and innovative practices was distributed at every workshop.

The workshops primarily focused on how communities and local governments can get the best value from tax dollars by building partnerships and strengthening local control.

Below is a list of the locations for the workshops and the average scores, on a 1-10 basis with 10 being the highest.

### Local Government Workshop Score Composite

<b>Workshop Location</b>	<b>Date</b>	<b>Average Score</b>
Cedar Rapids Workshop	4/8/04	8.5
Leadership Workshop	4/14/04	9.0
Waterloo Workshop	4/21/04	7.7
Burlington Workshop	5/3/04	7.0
First Technology Workshop	5/4/04	6.6
Griswold Workshop	5/13/04	7.1
Fort Dodge Workshop	5/18/04	7.1
Spencer Workshop	5/26/04	7.8
Second Technology Workshop	6/2/04	7.7
Mason City Workshop	6/11/04	7.3
<b>Composite Average</b>		<b>7.6</b>

- Additional workshops have included a County Official's Statewide Workshop, which focused on developing partnerships within the courthouse to promote change, and two Technology Workshops, which focus on sharing and leveraging technology resources.
- Several dozen additional meetings, workshops and facilitations with individual communities or groups of community leaders occurred throughout the state. Some meetings were informational such as in Charles City or Clinton County, while others involved facilitating specific projects or hosting workshops. Those projects have ranged from facilitating the strategic planning meetings with Poweshiek County, to facilitating a process to create consistent building codes for the Metro Advisory Council (Polk, Warren and Dallas County and City Officials), to providing four different leadership workshops for County Treasurer's and their offices, to assisting the County Recorders' initial planning for their state-wide website to enable access to recorded documents, to facilitating joint GIS planning in Mahaska County.

## Charter Agencies Project

- The Department of Natural Resources (DNR) has used Kaizen process redesign to reduce the time needed to receive an approved facility plan for wastewater treatment projects by 75%: from 28 to 4 ½ months. They plan to eliminate the project backlog by April 1, 2005, have 100% of projects meet the projected schedule for completion, and they will issue a construction permit within 30 days after receiving final plans and specifications.
- The time to issue standard air-quality construction permits at the DNR has fallen 87%: the average review time dropped from 62 days to 8. The permit backlog has been nearly eradicated and permit forms have been streamlined. (Reinvention, but not directly related to PSG's work.)
- The Alcoholic Beverages Division is generating over \$7.5 million *more* in revenues than promised to the state's general fund. In part, they credit a variable pricing strategy that being a charter agency allowed them to pursue.
- All six charter agencies have set performance targets to guide what results they plan to improve over the next year and savings/revenue targets for their \$15 million contribution to the state's fiscal bottom line. Highlights from charter agency performance progress:
  1. The Department of Corrections exceeded its goal to lower probation technical revocations by 5%, June 30, 2005. It lowered the rate by 17% as of March 31, 2004 and they exceeded their goal to increase monthly staff referrals for release to the Parole Board by 5%. The increase of staff referrals has risen to 17% since July 2003.
  2. The Department of Revenue continues to improve its taxpayer service contact response rate. They have gone from responding to 96.1% of their taxpayer service contacts within 24 hours in first quarter FY04, to 98.5% in second quarter and 98.6% in third quarter.
  3. Revenue is also issuing 93% of refunds within 60 days. The Department of Revenue reduced the amount of interest paid out on refunds by more quickly issuing refunds, and increased assessments from audit programs, saving a total of \$1,316,778 in FY'04.
  4. The Iowa Veterans Home exceeded its 5% goal, realizing a 16% increase in applications to the Home by implementing a statewide marketing plan. The daily census has risen from the baseline of 706 in FY03 to 725, the average of the first three quarters of FY04.
  5. The Department of Human Services (DHS) increased its percentage of Title IV-E eligible children by over 39%, exceeding its target of 15%. DHS also exceeded its 10% target to increase Medicaid reimbursements for Iowa's schools. The cumulative Medicaid reimbursements for Iowa schools increased by 25.53%, from \$4,260,927 in SFY03 to \$5,348,926 in SFY04.
- The Department of Corrections (DOC) is using its status as a charter agency to save taxpayers money on prescription drugs for inmates. Rather than issuing a typical request for a single-source provider of all pharmaceutical needs, DOC will submit bids to multiple public and private sector providers, while reserving the right to accept portions of any bid submitted. This year alone, DOC saved more than \$200,000 on pharmaceutical products.

- DOC is partnering with the Prairie Meadows Casino and the Animal Rescue League to discuss the creation of two thoroughbred retirement farms near the Newton and Mitchellville correctional facilities. The goal is to provide valuable work opportunities for inmates, aid rehabilitation and provide a humane setting for old or injured horses.
- Examples of how charter agencies have used their special bureaucracy-busting flexibilities and benefits:
  1. DOC, working with the Department of Administrative Services, was able to replace a wrecked car in a few days instead of the usual eight months.
  2. DNR documented the following savings by making their own travel arrangements via the Internet instead of using the state travel contract's provider: Des Moines-San Antonio \$444 instead of \$656; Des Moines-Chicago \$508 instead of \$687. The Department of Revenue did the same, e.g. Des Moines-Indianapolis \$218 instead of \$318.
  3. DNR eliminated the M-40 form, which sped the hiring of interns from 10 days to one day.
  4. DNR saved \$38,281 by replacing contract employees and associated administrative costs with 15 additional FTE positions. This move also eliminated supervisor duplication.
- Furthering these flexibilities, the Legislature this year exempted charter agencies from the requirement to seek approval for out-of-state travel, convention participation, and professional organization memberships from the Executive Council (Governor, Auditor of State, Secretary of State, Treasurer of State, and Secretary of Agriculture).

The Charter Agencies Project has received good press and was honored with Council of State Government's Innovation Award (Midwest Region).

## **Reinvention Services Highlights September 2002 – September 2004**

- Everyone can now access detailed information about the performance of every agency in state government via the "Results Iowa" website, at [www.resultsiowa.org](http://www.resultsiowa.org). The site was launched in December 2003 and is updated quarterly. The Governor and Lt. Governor hold quarterly "Results Review" meetings with each Enterprise Management Team of Directors, where they discuss current results and how to improve them.
- The creation of a new Department of Administrative Services, the state's "back office" is saving \$12 million a year while continuing to meet the needs of government agencies and of Iowans. Operations and information technology are now managed collaboratively between all state agencies, creating more efficiency and better communications. The department runs like an entrepreneurial business, with flexibility and responsiveness to customers.

- Reinvention accounted for \$85 million needed to balance Iowa's FY04 budget.
- Iowa government has a new "Leadership Agenda" – clear, concise, measurable state priorities to focus its work.
- All Iowa State department directors now have a Flexible Performance Agreement with the Governor. These agreements are updated annually and focus on outcomes and accountability for results.
- Seven teams from Iowa state government participated in a three-part program to dramatically improve results through work process redesign. Teams took part in an intensive process to reduce backlog, turn-around time, errors and job set-up time. The goal of these teams is to produce better results for government's customers. All of these teams will soon have results to report:
  - Iowa Veterans' Home: Reduce patient incident report turn-around-time.
  - Public Health: Reduce social worker license renewal turn-around time, reduce the paperwork, and provide a web-based system.
  - Human Services-Child Support Services: Increase the number of child support recovery cases examined per week.
  - Iowa Commission for Civil Rights: Increase the number of civil rights investigations completed each month.
  - Economic Development: Increase the number of grant and loan award contracts closed per month.
  - Iowa Finance Authority: Increase the number of residential title guarantee certificates processed each week.
  - Woodward Residential Facility: Provide Woodward clients with more frequent access to an accurate personal bank account balance.
- More than 20 Reinvention forums and workshops were held around Iowa. They helped educate Iowans inside and outside of state government about what reinvention means, provided updates on reinvention projects and engaged citizens in discussing how government can better serve the state.
- Two thousand state and local leaders received a bi-weekly Reinvention E-Newsletter Update. Reinvention Update content and archives are available online at <http://iowa.regov.org>
- A new online peer-to-peer recognition program has collected success stories, also called "butterfly stories," for 166 public employees. Each public employee recognized online receives an "Iowa Butterfly Award" to honor exceptional performance. To view a list of award winners, read butterfly stories, or to nominate an award winner, visit [www.iowabutterfly.org](http://www.iowabutterfly.org).
- Department heads received coaching on a confidential basis to assist with strategic planning and intradepartmental transformation activities.
- Civil Rights investigators cut complaint-processing time in half by closely examining their

front-line processes and sharing timesaving ideas throughout the agency.

- The General Services Enterprise's building and grounds maintenance teams boosted customer satisfaction through better communication.
- A team from Economic Development, the Historical Society, and Area Council Of Governments streamlined the approval of construction projects that might affect historical landmarks.
- Qualitatively reviewed the activities leading up the passage of the 2003 reinvention legislation. Based on the review, assembled a "Learning-on-the-Go" report which included responses from fifty government leaders representing a broad spectrum of experiences and views.
- A group of interested Iowans attended a Reinvention Lunch-N-Learn session at the Capitol in which Dr. Mary and Chuck Lofy shared their experience with revitalizing organizational spirit.

### **Analysis of results:**

We are pleased with these results but always see opportunities for improvement. Very substantial results have been accomplished and continue to be achieved as many of these projects mature. Most importantly, these projects are creating a dynamic of improvement that continues to inspire further efforts.

Because much of this work was new to all concerned, we were learning at each step. We will continue to do so, applying that learning to current and future projects, such as the Purchasing Results budget development methodology currently being implemented to create the Vilsack/Pederson FY06 budget recommendations.

### **Factors affecting results:**

#### **Strengths:**

Solid champions in Governor Tom Vilsack, Lt. Sally Governor Pederson, IDOM Director Cynthia Eisenhower and our Reinvention Partner, Babak Armajani of PSG.

Dedicated and innovative state employees who seized opportunity to reinvent their corners of state government.

Pressure for change created by fiscal realities and public sentiment about government.

PSG talent, expertise, and commitment.

**Challenges:**

Inertia: the weight and resilience of the bureaucratic paradigm.

Resistance to innovation from some stakeholders and some in the public.

The amount of resources available to support change because of fiscal realities.

**Resources used:**

Reinvention activities are carried out with resources from IDOM, PSG, and participating agencies. One General Funded IDOM staff member dedicates a portion of their time to helping coordinate reinvention activities. PSG commits substantial personnel resources to Reinvention activities.

# PERFORMANCE PLAN RESULTS

## Core Function

**Name:** Adjudication (State Appeal Board)

**Description:** IDOM coordinates and processes the State Appeal Board claims to make sure they are filed properly within the limits and guidelines established by Iowa Law under Chapters 25 and 669. IDOM notifies the claimants of the Board's decisions and then the amount of the award is disbursed if entitled.

**Why we are doing this:** To meet statutory requirements and serves as the central point of contact to provide oversight and statewide consistency.

**What we're doing to achieve results:** IDOM is improving performance by streamlining processes and applying technology as appropriate.

## Results

### Performance Measure

% of cases resolved within 6 months of filing

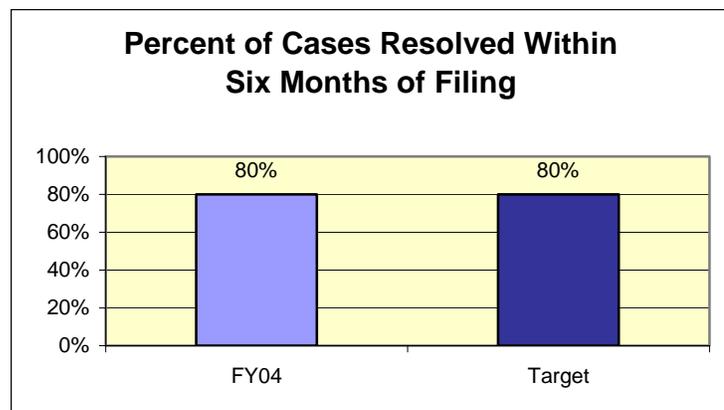
### Performance Target:

80%

### Data Sources:

IDOM Staff

Achieved 80%



**Data reliability:** An independent audit by KPMG is conducted each fiscal year.

**Why we are using this measure:** Agencies, individuals, legislators, and the general public rely on the timely and accurate work that IDOM performs with regard to the State Appeal Board.

**What was achieved:** The appeal board claims were filed timely and within the guidelines established by Iowa law.

**Analysis of results:** Policies and practices are achieving desired results.

**Factors affecting results:** Achieving 80% is noteworthy in light of the increasing complexities and additional workload placed on staff because of the number of claims and the I3 Financial System.

**Resources used:** The General Fund provides resources for 1 IDOM staff.

# PERFORMANCE PLAN RESULTS

## SERVICES/PRODUCTS/ACTIVITIES

**Name:** State Appeal Board

**Description:** IDOM coordinates and processes the State Appeal Board claims to make sure they are filed properly within the limits and guidelines established by Iowa Law under Chapters 25 and 669. IDOM notifies the claimants of the Board's decisions and then the amount of the award is disbursed if entitled.

**Why we are doing this:** To meet statutory requirements and to serve as the central point of contact when submitting claims against the State of Iowa.

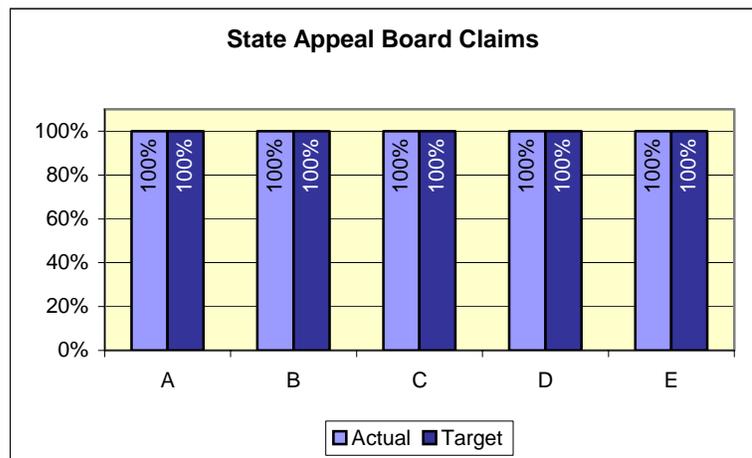
**What we're doing to achieve results:** IDOM has hired a consultant to do an analysis to help in improving performance by streamlining processes and applying technology as appropriate.

## Results

### Performance Measure

- A. % of requests for SAB information delivered within 7 days
- B. % of requests for SAB information delivered accurately
- C. % of SAB claims processed within 3 weeks
- D. % of SAB claims processed accurately
- E. % of SAB budget appeal hearings held by April 30

100% target met on every measure



### Performance Target:

100%

### Data Sources:

IDOM Staff

**Data reliability:** An independent audit conducted by KPMG during each fiscal year

**Why we are using this measure:** Agencies, individuals, legislators, general public rely on the

timely and accurate work that IDOM performs with regard to the State Appeal Board

**What was achieved:** The appeal board claims were filed timely and within the guidelines established by Iowa law.

**Analysis of results:** Policies and practices are achieving desired results.

**Factors affecting results:** Achieving 100% is noteworthy in light of the increasing complexities and additional workload placed on staff because of the number of claims and the I3 Financial System.

**Resources used:** The General Fund provides resources for 1 IDOM staff.

# PERFORMANCE PLAN RESULTS

## CORE FUNCTION

**Name:** Local Government Assistance

**Description:** IDOM certifies local government property tax levies. IDOM assists local governments in meeting statutory requirements related to budgets, valuations, annual reporting, TIF reporting, and utility replacement taxes.

**Why we are doing this:** To meet statutory requirements and to provide a central point of contact providing oversight and statewide consistency.

**What we're doing to achieve results:** IDOM is improving performance by streamlining processes and applying technology as appropriate.

### Results

**Performance Measure:**

% of tax levies certified by June 15.

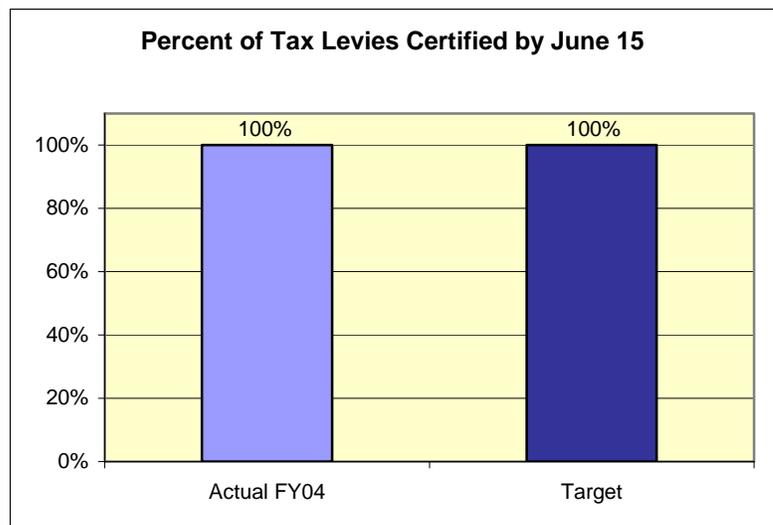
**Performance Target:**

100%

**Data Sources:**

IDOM staff

Achieved 100%.



**Data reliability:** Independent audit by State Auditor's Office.

**Why we are using this measure:** Taxpayers, county auditors, legislators, local governments, and the business community rely on the timely and accurate work that IDOM performs with regard to property tax certifications, local budgets, school aid, annual reports, property valuations, and utility replacement taxes.

**What was achieved:** Over the last several years IDOM has consistently met the June 15 statutory certification deadline.

**Analysis of results:** Policies and practices are achieving desired results.

**Factors affecting results:** Achieving 100% is noteworthy in light of the increasing complexities and additional workload placed on staff.

**Resources used:** The General Fund provides resources for 4 IDOM staff dedicated to this SPA.

# PERFORMANCE PLAN RESULTS

## SERVICE/ PRODUCT/ ACTIVITY

**Name:** Local Government Budgets

**Description:** IDOM certifies local government property tax levies, processes local government budgets, collects and aggregates statewide property valuations, computes and distributes utility replacement tax billing data, processes county annual reports, processes TIF reports, and determines the amount and distribution of school foundation aid. This includes preparing forms, preparing state and local government software, preparing instructions, and providing extensive local government training and assistance geared to help in the understanding of the processes and reporting requirements.

**Why we are doing this:** To meet statutory requirements, to provide oversight and statewide consistency in these complex functions, and to serve as an independent central repository for budget and valuation information.

**What we're doing to achieve results:** IDOM is improving performance by streamlining processes and applying technology as appropriate.

## Results

### Performance Measure:

- A. % of city requests for budget materials that are timely
- B. % of city requests for budget materials that are accurate
- C. % of city government rates certified by June 15
- D. % of accurate property valuations on file
- E. % of utility tax replacement tax data delivered to the counties accurately
- F. % of utility tax replacement tax data delivered to the counties timely
- G. % of county budget annual report materials delivered timely
- H. % of county budget annual report materials delivered accurately
- I. % of county government rates certified by June 15
- J. % of TIF reporting forms completed and mailed on-time
- K. % of school aid payments that are accurate
- L. % of school aid payments that are timely
- M. % of school district rates certified by June 15

### Performance Target:

100% is the target for all 13 measures

### Data Sources:

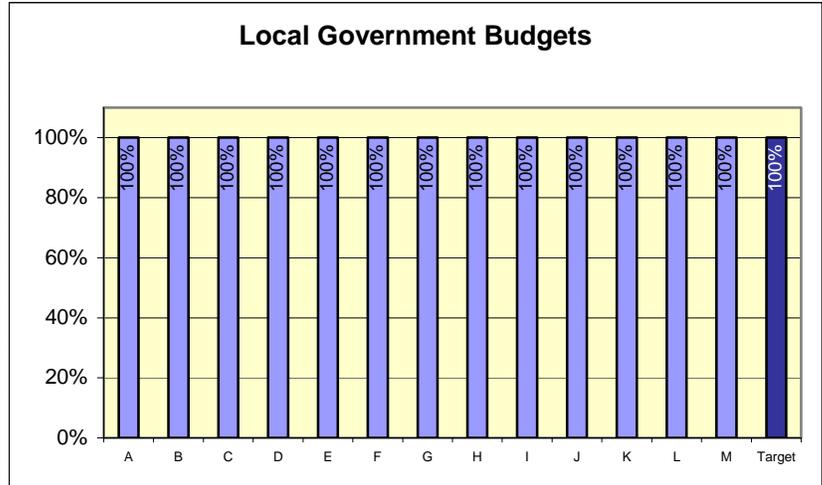
IDOM staff

**Data reliability:** Independent audit by State Auditor's Office.

**Why we are using this measure:** Taxpayers, county auditors, legislators, local governments, and the business community rely on the timely and accurate work that IDOM performs with regard to local budgets, property tax rates, school aid, annual reports, property valuations, and utility replacement taxes.

**What was achieved:** Because IDOM has consistently met a 100% level in meeting responsibilities, those relying on our products/services/activities are better able to meet their

100% target met on every measure.



responsibilities.

**Analysis of results:** Policies and practices are achieving desired results.

**Factors affecting results:** Achieving 100% is noteworthy in light of the increasing complexities and additional workload placed on staff.

**Resources used:** The General Fund provides resources for 4 IDOM staff dedicated to this SPA.

## RESOURCE REALLOCATIONS

IDOM began FY 2004 with an operations budget of \$2,305,482 and a staff of 27. The 2.5% across the board reduction reduced our operating budget to \$2,247,150. This funding reduction did not require staffing cuts. We absorbed the reduction by reducing our budget for travel, printing and supplies and eliminating an agreement with DAS to provide software programming for local government budget review and certification. IDOM staff now does this programming. We added one staff member in October 2003 when we filled a vacancy for the position of salary administrator. During these challenging economic times we will continue to seek to be innovative, identify efficiencies and maximize fiscal resources while maintaining the service levels customers expect